



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

**REVISED**

February 17, 2009

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

## **COUNTY OF LOS ANGELES STRATEGIC PLAN UPDATE (ALL DISTRICTS AFFECTED) (3 VOTES)**

### **SUBJECT**

The initial County Strategic Plan was approved by your Board in November 1999, with subsequent updates to the Strategic Plan in December 2002 and March 2005. Based on the achievements of the last Strategic Plan, along with the need to review and assess programmatic and organizational needs and changes in the County, periodic updates are necessary. Therefore, proposed updates to the Strategic Plan, including revisions to Values and Goals and supporting Strategies are presented to your Board for adoption.

### **IT IS RECOMMENDED THAT YOUR BOARD:**

1. Adopt the updated County Strategic Plan, which includes new and updated Goals, Strategies, and Values.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The initial County Strategic Plan was approved by your Board in November 1999, with subsequent updates to the Strategic Plan in December 2002 and March 2005. Nearly four years has passed since the last update and the previously adopted Strategies have either been completed, are in progress, or need updating. Further, a considerable amount of focus over the last year and a half has been implementation of the new Board-approved County administrative governance structure.

The Strategic Plan is a "living document," and with the County continually facing new challenges, as well as operating under the new governance structure, it is timely and appropriate to review progress and assess the need for changes and/or updates to the Strategic Plan based on achievements and

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First District

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*"To Enrich Lives Through Effective And Caring Service"*

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organizational and programmatic needs. For this purpose, updated Goals, Strategies, and Values have been developed to appropriately focus on current organizational and programmatic issues and priorities, as well as to reflect changes due to the governance structure. Attachment I provides the proposed updated Goals, Strategies, and Values for your Board's consideration. Attachment II includes Objectives under the proposed Strategies but is presented for information purposes and is not recommended for adoption since they will require flexibility to address potential unforeseen challenges in implementing the proposed Strategies, as well as future updates.

### **FISCAL IMPACT/FINANCING**

No direct or immediate fiscal impact is foreseen with adoption of the new County Strategic Plan. Some targeted funding may be recommended for pursuit of selected Strategies on a case-by-case basis. Further, several Strategies focus on cost-saving and cost-avoidance efforts, including several proposed Strategies under Goal 1 relating to fiscal sustainability, operational efficiencies, and information technology. Also, Goal 2 has a Strategy focusing on cost-avoidance and improved services through improved administrative efficiency and management.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

#### ***Proposed County Strategic Plan***

Over the past year, the Chief Executive Office along with department heads, department chief deputies, and Board deputies have participated in Executive Strategic Planning Conferences and held numerous meetings for the purpose of updating the County Strategic Plan. The proposed update largely continues the Plan format and structure previously approved by your Board, but includes some revisions primarily reflective of the Board-approved governance structure. Updates to the Strategic Plan include revisions to Goals, Strategies, and Values. The following are major updates to the County Strategic Plan:

- The Strategic Plan's Organizational Goals 1 (Service Excellence), 2 (Workforce Excellence), 3 (Organizational Effectiveness), and 4 (Fiscal Responsibility) have been combined into the new Operational Effectiveness Goal (new Goal 1), focused on internal efficiencies and quality central support services and led by the Operations Cluster, but involving all Clusters and County departments.
- The four programmatic Strategic Plan Goals, linked to respective Clusters, remain: Children and Families' Well-Being (proposed to be renamed as Children, Family, and Adult Well-Being to be more inclusive of all the departments in the Cluster), Community and Municipal Services, Health and Mental Health, and Public Safety. Goal Statements for each of the aforementioned have been revised.

- Per input from Executive Strategic Planning Conferences and the Management Council during their conference in April 2008, the following changes were made to the Values:
  - Commitment (removed) – This value was removed because it was implicit and implied in other values.
  - Customer Orientation (added) – This Value was added with the following statement: “We place the highest priority on meeting our customers’ needs with accessible, responsive quality services, and treating them with respect and dignity.”
  - Leadership (added) – This Value was added with the following statement: “We engage, motivate, and inspire others to collaboratively achieve common goals through example, vision and commitment.”
  - Integrity (revised) – The statement for this Value was revised to the following: “We act consistent with our values and the highest ethical standards.”
  - Professionalism (revised) – The statement for this Value was revised to the following: “We perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.”

We believe this new Strategic Plan will continue to focus the County’s efforts on the most critical needs facing the County while enhancing the collaborative efforts between departments. Key Strategies under each Goal to accomplish this include:

Goal 1: Operational Effectiveness -

- Fiscal Sustainability: Promote sound, prudent, and transparent short- and long-range fiscal policies and practices that help ensure maintenance of critical, high priority County public services despite cyclical economic conditions.
- Service Excellence and Organizational Effectiveness: Streamline and improve administrative operations and processes (e.g., human resources/classification/compensation, contracting, procurement, and capital projects/space management) to increase effectiveness, enhance customer service, and support responsive County operations. Employ benchmarking to help develop targets.
- Workforce Excellence: Implement human capital management best practices (e.g., succession planning, professional development, employee surveys) to enhance the recruitment, development, and retention and well-being of qualified County employees.

Goal 2: Children, Family, and Adult Well-Being -

- Information Sharing: Promote information sharing and strategic planning within and between clusters, departments, and agencies to create more accessible and cost-effective service delivery.

- Maximize Resources: Maximize existing resources and program effectiveness through program evaluation and improved data management.

Goal 3: Community and Municipal Services -

- Cultural and Recreational Enrichment: Increase accessibility to County cultural, recreational, and lifelong learning facilities and programs.
- Unincorporated Area Business Plan: Implement a business plan that enhances and sustains County services, both regional and municipal, to unincorporated area services through a collaborative partnership with the Board offices, community, County departments, and other agencies.

Goal 4: Health and Mental Health -

- High Risk/High Cost Populations: Develop multi-departmental integrated approaches for individuals with multiple problems to more effectively address substance abuse, mental health, health, housing, and related issues, including proposals to increase or make better use of available revenue sources.
- Prevention/Population: Create a physical environment that is conducive to good health, by encouraging and enabling all Los Angeles County residents to make healthy choices about their diet, physical activity, and other behavior, and developing recommendations to enhance the quality of life of County residents living with physical and/or mental disabilities.

Goal 5: Public Safety -

- Public Safety Accountability: Establish the ability for public agencies to measure and compare the outcomes of public safety programs to ensure that the funding priorities generate the intended outcomes.
- Crime Prevention: Initiate and implement violence reduction initiatives to provide a safer environment for residents through collaborative efforts across County clusters and with our community partners.

***2005 County Strategic Plan***

The 2005 County Strategic Plan proved to be a valuable tool to provide strategic direction and foster a spirit of collaboration within the County. Attachment III provides a close-out report for each Strategy and Objective pursued since the update was adopted by your Board in 2005. Statistics on the completion of Objectives is provided below:

- Seventy-six percent (76%) of all Objectives have been completed;
- Nine percent (9%) are on-going;
- Seven percent (7%) were continued to the updated Strategic Plan;
- Four percent (4%) are to be addressed at a later time; and
- Four percent (4%) were determined not to be feasible.

The following are highlights of major accomplishments from the 2005 County Strategic Plan:

- Implemented the Los Angeles Special Talents for Achieving Remarkable Services (*LA STARS!*) program which recognizes and celebrates the exceptional achievements of County employees. In addition, it promotes and rewards performance consistent with the County of Los Angeles Shared Values and the elements of the Operational Effectiveness Goal, which includes service excellence, workforce excellence, organizational effectiveness, and fiscal responsibility.
- Implemented the Learning Management System (LMS), which is a web-based system used to track, deliver, and report on various types of training for County employees. Twenty-one departments are currently using LMS and 13 departments are scheduled to do so later this year. Benefits of LMS include an online, searchable course catalog that allows employees to self-register for training, automated certification and training compliance management, Internet-based collaboration, and career management tools for employees and managers alike.
- Developed the Employee Performance System (EPS), which was approved by your Board on June 17, 2008. The EPS is a web-based system that automates performance appraisal in the County allowing employees to know at the beginning of their rating period the tasks for which they are responsible, the manner in which they are to be performed, and how their jobs align to County strategic goals. The system includes tools that help raters monitor performance throughout the rating period and assist in creating the final appraisal.
- Implemented of the Shared Services model in the Auditor-Controller to provide fiscal services (including accounts receivable, accounts payable, grants accounting, payroll, and procurement), to 20 County departments. Benefits of Shared Services to departments include a seamless fiscal operation, consistent accounting procedures, and improved core competency. Departments achieve increased efficiencies and possible cost-avoidance through economies of scale and skill. In addition, the department head or executive/manager's time is freed up to focus on main mission priorities.
- Improved the Risk Management Information System database, including development of a Quick Start Manual, "Attorney Page," and e-CAPS interface, and allowing actuarial studies to be completed.
- Developed and implemented several processes to address the growth of Workers' Compensation claims and related expense: Enhanced drug and alcohol testing programs and training related to substance abuse identification; created Medical Provider Network to treat Workers' Compensation claimants; enhanced pre-placement medical screening protocols for applicants; enhanced periodic medical screening protocols for existing employees; and conducted training on many risk management issues, such as Workers' Compensation, fraud, loss control and prevention, and return-to-work.
- Implemented the STATS performance management model -- a systematic and formal use of performance measurements in managing and directing success of department programs and operations in the Departments of Public Social Services (DPSS), Mental Health, and Child Support Services (CSSD). Successes include DPSS reducing food stamp error rates and CSSD meeting the Federal limit in child support collections for the first time. The STATS model

has also been implemented in the unincorporated area of Florence-Firestone via collaboration among numerous County departments.

- Adopted the County's Special Needs Housing Strategic Plan by the Board of Supervisors in October of 2005. This Plan guides the County's efforts in providing housing, operational subsidies, and supportive services to the special needs population. Additionally in 2006, the Plan was used to guide the development and implementation of the County's Homeless Prevention Initiative (HPI).
- Implemented the Los Angeles Centralized Eligibility List (LACEL), which identifies children and families who are income eligible and have a need for subsidized child care services. By submitting a single application to the LACEL, families gain access to the full range of California Department of Education (CDE)-funded child care and development services. Participation in the LACEL has increased significantly since 2005, when 30 agencies were using the LACEL and approximately 30,000 children were registered. Today, all 150 California Department of Education contractors in Los Angeles County, including the Department of Children and Family Services (DCFS), are using LACEL to enroll new families, and the number of income eligible children fluctuates from 44,000 and 50,000 at any given point in time. As a result of support from an Information Technology Grant in 2008, LACEL has new reporting and mapping capacities. These capacities have been used to identify communities of high need, and to report the scope of this County's ongoing challenge to ensure all children have access to affordable child care and developmental services.
- Achieved Board approval of \$600,000 in December 2006 to pilot the Steps to Excellence Project (STEP), Los Angeles County's first quality rating and improvement system for the child care sector. Also, the County obtained an additional \$351,650 from First 5 LA to support the three-year STEP pilot. STEP began operations in July 2007 and has presently enrolled over 200 licensed child care programs across ten pilot communities. As of December 2008, STEP has implemented 54 quality improvement trainings on various child development topics; over 850 child care providers and child development professionals have attended STEP trainings. Additionally, STEP has disbursed over 150 quality improvement grants to participating child care programs to help elevate the quality of child care prior to issuing ratings. STEP quality rating site visits are scheduled to begin January 2009.
- Implemented the Linkages Initiative, which is an interdepartmental collaboration between DCFS and DPSS to enhance service coordination for mutual customers. The Linkages initiative has been implemented in nine DCFS offices and corresponding DPSS District Offices/GAIN Regions. Implementation of Linkages began in March 2006 and is expected to be completed in September 2009. The Linkages Initiative is a service integration approach that will be implemented in the East San Fernando Family Support Center in 2013.
- Facilitated the opening of the East Los Angeles County Hall, the first departmental service center in an unincorporated area of Los Angeles County. Visitors are offered convenient and easy access to County departments and services, such as Supervisor Gloria Molina's East Los Angeles Field Office, the Departments of Parks and Recreation, Consumer Affairs, Public Works, Public Health - Environmental Health, Fire, and Regional Planning. Protocols were developed and cross training of tenant department staff was conducted to assure the effective delivery of integrated services to the community.

- Developed emergency management planning strategies for the unincorporated Topanga area in partnership with the Topanga community, State, and local agencies and non-profit organizations. This partnership resulted in the publication in September 2005 of the Topanga Disaster Survival Guide and the Supplement to the Topanga Disaster Survival Guide in June 2007 addressing disaster prevention, preparation, and recovery. The Guide and Supplement were distributed to residents and businesses in the Topanga community. The County is now studying the feasibility of developing emergency management planning strategies for other unincorporated communities in the County, using the Topanga emergency planning strategies as a model.
- In collaboration with various County departments, the Chief Executive Office published *The Connection*, a resource guide for residents of unincorporated areas, that provide information on County municipal services, local resources and events, recreational activities, consumer issues, health and human services and code enforcement. Also included in the resource guides is a directory of telephone numbers to County departments that can help residents report problems or request services. *The Connection* has been produced for the following unincorporated communities: Altadena, Antelope Valley, Athens-Westmont, Florence-Firestone/Walnut Park, Hacienda Heights, Lennox, Rowland Heights, Valinda/Bassett, and Unincorporated Whittier.
- The Los Angeles Regional Interoperable Communications System (LA-RICS) Legislative Advocacy Sub-Committee developed a communications plan for elected officials, the public safety community, and external stakeholders. The "One Vision, One System" brochure has been completed and is currently being distributed. The LA-RICS Joint Powers Authority has been completed and is expected to be approved by both the City and County of Los Angeles during the second week of February 2009 and the LA-RICS Authority will be established 60 days thereafter. The Authority will issue a Request for Proposals for a communications system that is intended to meet the communications needs originally envisioned by the Consolidated Countywide wireless communications system.
- Established the Los Angeles Joint Regional Informational Center (JRIC) in 2006 to fully integrate criminal and terrorism threat intelligence information either affecting or having the potential to affect the greater Los Angeles region, and provide for intake, analysis, fusion, and synthesis of that information. The JRIC disseminate development intelligence, provide analytical case support, analyze trends, and provide tailored analytical products to the end users. The JRIC operates on a 24 hours a day, 7 days a week basis. The JRIC consists of members of the following jurisdictions: Los Angeles County Sheriff, Los Angeles Terrorism Early Warning Group, Los Angeles County Fire, Los Angeles City Fire, Los Angeles City Police Department, State Department of Justice, Federal Bureau of Investigation (FBI), and the Department of Homeland Security. The JRIC also investigates activities limited to those necessary to support intelligence gathering and analysis. The JRIC will function as the State of California Regional Terrorism Threat Assessment Center (RTTAC).

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The proposed changes to the Strategic Plan validate the Plan as a "living document," and demonstrate the ability to focus on the most critical issues facing the County. The new Plan will have a direct positive impact on current services, programs, and projects. The new Goals and Strategies will benefit the County significantly by focusing the Clusters' efforts on common Goals and fostering a collaborative environment.

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:ES:MKZ  
JR:pg

Attachments (3)

c: All Department Heads  
Chair, Quality and Productivity Commission  
Administrative Deputies  
Department Strategic Planning Contacts



COUNTY OF LOS ANGELES

*Strategic Plan*

## ◆ County Mission ◆

*To enrich lives through effective and caring service*

## ◆ County Values ◆

*Our philosophy of teamwork and collaboration is anchored in our shared values:*

- **Accountability** – we accept responsibility for the decisions we make and the actions we take.
- **Can-Do Attitude** – we approach each challenge believing that, together, a solution can be achieved.
- **Compassion** – we treat those we serve and each other in a kind and caring manner.
- **Customer Orientation** – we place the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.
- **Integrity** – we act consistent with our values and the highest ethical standards.
- **Leadership** – We engage, motivate and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Professionalism** – we perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.
- **Respect for Diversity** – we value the uniqueness of every individual and their perspective.
- **Responsiveness** – we take the action needed in a timely manner.

## ◆ Strategic Plan Goals ◆

1. **Operational Effectiveness:** *Maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.*
2. **Children, Family and Adult Well-Being:** *Enrich lives through integrated, cost-effective and client-centered supportive services.*
3. **Community and Municipal Services:** *Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.*
4. **Health and Mental Health:** *Improve health and mental health outcomes and efficient use of scarce resources, by promoting proven service models and prevention principles that are population-based, client-centered and family-focused.*
5. **Public Safety:** *Ensure that the committed efforts of the public safety partners continue to maintain and improve the safety and security of the people of Los Angeles County.*

# COUNTY OF LOS ANGELES STRATEGIC PLAN

## Plan Structure

The County of Los Angeles Strategic Plan consists of the following components, beginning with the broadest and most long-term elements to the most specific, short-range and tactical activities:

**Mission Statement:** An overarching, timeless expression of the County's purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it.

**Values:** Shared attributes and behaviors that inform and guide our actions in delivering services.

**Goals (and Goal Statement):** Goals identify the major service or programmatic areas where the County will focus its strategic efforts. Goal Statements are broad, long-range "visions" for a significant area of the County's operations. It defines what the County must accomplish to achieve its mission. Implementation will require collaboration within and across programmatic clusters for achievement.

**Strategies:** Strategies, outline at a high level how the Goal will be accomplished. Strategies should represent the major direction that the County will undertake to achieve the Goal. Strategies are seen as having a five-year, or more, time horizon.

*The preceding components **require approval by the Board of Supervisors**, including any updates or revisions. As the components below are more business/implementation/action plans and may need to be revised on a more frequent, tactical basis based upon experience or changed circumstances, they are provided for information purposes. Specific enabling actions may require Board action and will be brought forward at the appropriate time of implementation.*

**Objectives:** Objectives are specific steps, or action plans, on how to accomplish Strategies and include specific timeframes. Objectives are reviewed regularly and updated annually.

**Individual Departmental Strategic Plans:** Strategic plans at the departmental level detail that specific department's role and activities in support of the County Strategic Plan Goals, Strategies and Objectives. Departmental strategic plans may also include department-specific goals and priorities that are not specifically addressed within the major goals of the County Strategic Plan.

# 2009 COUNTY OF LOS ANGELES STRATEGIC PLAN

## Goals and Strategies

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### **GOAL 1: OPERATIONAL EFFECTIVENESS:**

**Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.**

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- Strategy 1: Fiscal Sustainability: Promote sound, prudent, and transparent short- and long-range fiscal policies and practices that help ensure maintenance of critical, high priority County public services despite cyclical economic conditions.
- Strategy 2: Service Excellence and Organizational Effectiveness:
- a. Streamline and improve administrative operations and processes (e.g., human resources/classification/compensation, contracting, procurement, and capital projects/space management) to increase effectiveness, enhance customer service, and support responsive County operations. Employ benchmarking to help develop targets
  - b. Evaluate organizational structure to achieve operational efficiencies and improve County service delivery, including restructuring or consolidating existing County departments, functions, or commissions, and partnerships with external agencies.
- Strategy 3: Environmentally Responsible Practices: Implement environmentally-responsible practices in County operations to reduce County's "Carbon Footprint" and promote environmental stewardship, including actions to meet the County goal of a 20 percent reduction in energy and water usage in facilities by 2015.
- Strategy 4: Workforce Excellence: Implement human capital management best practices (e.g., succession planning, professional development, employee surveys) to enhance the recruitment, development, and retention and well-being of qualified County employees.
- Strategy 5: Information Technology: Promote, share and coordinate information technology services, which are cost-effective, reliable, accessible, and secure, to achieve operational improvements and County business goals.
- Strategy 6: Disaster Training and Emergency Preparedness/Response: Under the leadership of the County's Emergency Management Council and the Public Safety Cluster, ensure that the readiness, responsiveness and recovery of departments/operations within the Operations Cluster are addressed in the County's disaster training and emergency preparedness and response efforts.

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**GOAL 2: CHILDREN, FAMILY, AND ADULT WELL-BEING:**  
**Enhance economic and social outcomes through integrated, cost-effective and client-centered supportive services.**

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- Strategy 1: Client-Centered Integrated Services: Develop and implement client-centered approaches through integrated services and best practices.
- Strategy 2: Information Sharing: Promote information sharing and strategic planning within and between clusters, departments, and agencies to create more accessible and cost effective service delivery.
- Strategy 3: Cost Avoidance: Increase cost avoidance and improved service outcomes through improved administrative efficiency and management.
- Strategy 4: Partnerships: Strengthen partnerships with community based-organizations, foundations, and other governmental agencies to maximize effectiveness, funding sustainability and capacity building.
- Strategy 5: Maximize Resources: Maximize existing resources and program effectiveness through program evaluation and improved data management.

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### **GOAL 3: COMMUNITY AND MUNICIPAL SERVICES:**

**Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.**

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Strategy 1: Cultural and Recreational Enrichment: Increase accessibility to County cultural, recreational and lifelong learning facilities and programs.

- a. Promote County programs offering opportunities for cultural, recreational and lifelong learning and expand on enhancing program opportunities between multiple County departments that share services.
- b. Develop a long-range plan so that all residents of Los Angeles County, regardless of age, have access to quality, affordable cultural, recreational and lifelong learning services.

Strategy 2: Public Works Infrastructure: Provide quality public works infrastructure and land development services to our communities.

- a. Continue development and implementation of an Infrastructure Management Program to assess condition and operating performance of critical County public works infrastructure assets and systems.
- b. Provide a system of regional public works infrastructure and services that proactively complies with or exceeds all environmental quality regulations in the areas of storm water and urban runoff, solid waste, drinking water and wastewater, thereby improving the quality of life for all of the residents of cities and unincorporated communities.
- c. Enhance service to all customers and stakeholders in land development and building permitting functions while protecting the interests of County residents in communities where development occurs by providing prompt, accurate, and coordinated business processes and monitoring of projects.

Strategy 3: Unincorporated Area Business Plan: Implement a business plan that enhances and sustains County services, both regional and municipal, to unincorporated area services through a collaborative partnership with the Board offices, community, County departments and other agencies.

Strategy 4: Housing Opportunities: Promote a wide range of housing opportunities to meet the needs of persons of all income levels and those with special needs.

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**GOAL 4: HEALTH AND MENTAL HEALTH:**  
**Improve health and mental health outcomes within available fiscal and other resources,**  
**by promoting proven service models and prevention principles that are population-**  
**based, client-centered and family-focused.**

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Strategy 1: High Risk/High Cost Populations: Develop multi-departmental integrated approaches for individuals with multiple problems to more effectively address substance abuse, mental health, health, housing and related issues, including proposals to increase or make better use of available revenue sources.

Strategy 2: Prevention/Population: Create a physical environment that is conducive to good health, by encouraging and enabling all Los Angeles County residents to make healthy choices about their diet, physical activity, and other behavior, and developing recommendations to enhance the quality of life of County residents living with physical and/or mental disabilities.

Strategy 3: Data Sharing:

- a. Framework: Establish a legal, policy, and procedural framework for sharing individually identified patient information for purposes of analysis, service planning, and coordination of care among County departments who provide services to the same individuals.
- b. Technology Exchange: Establish the information systems foundation for future electronic exchange and begin routine electronic exchange of selected health and human services data among County departments serving the same individuals.
- c. Measures: Promote collaboration between County departments by developing and implementing a comprehensive set of outcome measures that include specific benchmarks for cost-effectiveness and quality in services to County clients.

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**GOAL 5: PUBLIC SAFETY:**

**Ensure that the committed efforts of the public safety partners continue to maintain and improve to the highest level of safety and security standards for the people of Los Angeles County.**

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- Strategy 1: Public Safety Accountability: Establish the ability for public agencies to measure and compare the outcomes of public safety programs to ensure that funding priorities generate the intended outcomes.
- Strategy 2: Disaster Planning: Evaluate and refine a coordinated countywide catastrophic disaster plan to ensure workforce and resident readiness and preparedness in the event of a large-scale emergency.
- Strategy 3: Custodial Overcrowding: Eliminate ineffective policies and inefficient procedures that lead to the systemic causes of custodial overcrowding and develop and institute countywide policies to reduce custodial overcrowding.
- Strategy 4: Communications Interoperability: Implement practices and policies to improve communications interoperability between public safety agencies and improve service delivery to the community through partnerships, legislative, and technological efforts.
- Strategy 5: Crime Prevention: Initiate and implement violence reduction initiatives to provide a safer environment for residents through collaborative efforts across County clusters and with our community partners.

# COUNTY OF LOS ANGELES

## *Strategic Plan*



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2009  
COUNTY OF LOS ANGELES STRATEGIC PLAN  
**Goals, Strategies and Objectives**

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**GOAL 1: OPERATIONAL EFFECTIVENESS:**  
**Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.**

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**Strategy 1:**    **Fiscal Sustainability: Promote sound, prudent, and transparent short- and long-range fiscal policies and practices that help ensure maintenance of critical, high priority County public services despite cyclical economic conditions.**

Objective 1:    By March 31, 2009, propose for Board adoption a policy, mechanism and criteria for allocating available funding to a reserve, which would then be used to mitigate service curtailments during economic downturns.

Lead Department:    Chief Executive Office

Objective 2:    By June 30, 2009, review current Board-adopted Budget Policies and Priorities and recommend revisions as necessary to respond to current economic climate and challenges, including potential formalization of a long-range fiscal forecast policy.

Lead Department:    Chief Executive Office

Objective 3:    By June 30, 2009, review current budget monitoring and status reporting and recommend to the Board for approval any necessary revisions to ensure that both countywide and departmental budget status and performance are closely and thoroughly monitored and that the Board is provided budget status information and forecasts on a regular basis.

Lead Department:    Chief Executive Office

**Strategy 2:**    **Service Excellence and Organizational Effectiveness:**  
a.    **Streamline and improve administrative operations and processes (e.g., human resources/classification/compensation, contracting, procurement, and capital projects/space management) to increase effectiveness, enhance customer service, and support responsive County operations. Employ benchmarking to help develop targets.**

Objective 1:    By June 30, 2009, complete contracting classifications study to professionalize series.

Lead Department:    Chief Executive Office

Objective 2: By June 30, 2009, identify improvements to address human resources and procurement deficiencies at the Department of Health Services, particularly King Multi-Service Ambulatory Care Center.

Lead Department: Chief Executive Office

Participants: Human Resources and Internal Services

Objective 3: By June 30, 2009, develop a reporting structure to demonstrate departments' status of evaluating and tracking departments' implementation of Corrective Action Plan steps.

Lead Department: Chief Executive Office

Objective 4: By June 30, 2009, establish a countywide program to screen vendors/contractors to ensure they are current with their secured and unsecured tax liabilities before doing business with the County.

Lead Department: Treasurer and Tax Collector

Objective 5: By June 30, 2009, implement eCAPS Materials Management Module for the following departments: Children and Family Services, Fire and Sheriff. This objective enhances the Internal Services Department's and other County departments' capability to monitor purchases and acquisition activities from requisition to payment.

Lead Department: Internal Services

~~Objective 7: By June 30, 2009, implement a pilot to automate the agenda process for the Board of Supervisors' Meetings to reduce the amount of paper and countywide staff time necessary to submit Board letters.~~

~~Lead Department: Executive Office of the Board~~

Objective 6: By June 30, 2009 develop and implement a plan to enhance capital projects management by 1) strengthening communication and coordination between the Chief Executive Office and other County departments, and 2) streamlining processes and procedures to expedite projects.

Lead Department: Chief Executive Office

Objective 7: By June 30, 2009, implement a pilot to automate the agenda process for the Board of Supervisors' Meetings to reduce the amount of paper and countywide staff time necessary to submit Board letters.

Lead Department: Executive Office of the Board

- b. Evaluate organizational structure to achieve operational efficiencies and improve County service delivery, including restructuring or consolidating existing County departments, functions, or commissions, and partnerships with external agencies.**

- Objective 1: By June 30, 2009, expand the following shared services operations:
- Fiscal operation of small and medium-sized departments; and
  - Departmental employment discrimination investigations, case management compliance reporting procedures, and development and implementation of an Employment Discrimination Investigations Training Program.

Lead Department: Auditor-Controller and Office of Affirmative Action Compliance

- Objective 2: By April 30, 2009, implement Multi-County e-Recording system.

Lead Department: Registrar-Recorder/County Clerk

- Objective 3: By June 30, 2009, implement procedures with building permit issuing agencies for acquisition of required scale copies of floor plans and exterior dimensions of buildings when approved set of building plans are filed. This information will improve the appraisers' ability to complete new construction appraisals.

Lead Department: Assessor

**Strategy 3: Environmentally Responsible Practices: Implement environmentally-responsible practices in County operations to reduce County's "Carbon Footprint" and promote environmental stewardship, including actions to meet the County goal of a 20 percent reduction in energy and water usage in facilities by 2015.**

- Objective 1: By December 31, 2009, implement energy efficiency projects with an emphasis on Department of Health Services and Sheriff facilities.

Lead Department: Internal Services

- Objective 2: By March 31, 2009, evaluate feasibility of expanding alternative work schedules and provide recommendations.

Lead Department: Chief Executive Office

- Objective 3: By March 31, 2009, working with County departments, achieve the Board's mandated 10 percent water conservation goal for internal County operations.

Lead Department: Internal Services

- Objective 4: By June 30, 2009 develop a plan for expanded acquisition of alternate fuel vehicles.

Lead Department: Internal Services

**Strategy 4: Workforce Excellence: Implement human capital management best practices (e.g., succession planning, professional development, employee surveys) to enhance the recruitment, development, and retention and well-being of qualified County employees.**

- Objective 1: By December 31, 2009, complete County central human resources system assessment in the following areas:

- Recruitment and Examinations;
- Organizational Development;
- Executive Recruitment/MAPP;
- Classification/Compensation;
- Organizational Placement of HR functions; and
- Human Resources Shared Services for small/medium departments.

Lead Department: Chief Executive Office

Participants: Human Resources

Objective 2: By June 30, 2009, implement a countywide Talent Management Program.

Lead Department: Human Resources

Participants: Chief Information Office

Objective 3: By September 30, 2009 develop and implement plan to expand Learning Academy programs.

Lead Department: Human Resources

Objective 4: By June 30, 2009, develop and implement a Countywide Long-Term Leaves Management Program.

Lead Department: ~~Chief Executive Office~~ Human Resources

Participants: ~~Human Resources~~ Chief Executive Office

Objective 5: By September 30, 2009, delegate limited authority to departments to allocate entry level new positions based on Chief Executive Office guidelines to be developed.

Lead Department: Chief Executive Office

Objective 6: By June 30, 2009, implement e-learning mandated training on Cultural Diversity and Sexual Harassment Prevention for Commissioners and County employees, as well as explore opportunities to work with other jurisdictions for cost saving opportunities.

Lead Department: Office of Affirmative Action Compliance

Objective 7: By June 30, 2009, develop a Countywide Temporary Services Contract for use by all County departments that have a need for temporary staff services.

Lead Department: Registrar-Recorder/County Counsel

**Strategy 5: Information Technology: Promote, share and coordinate information technology services, which are cost-effective, reliable, accessible, and secure, to achieve operational improvements and County business goals.**

Objective 1: By June 30, 2009, develop a County strategy and direction for the implementation of Enterprise Content Management software for the capture, storage, preservation, and retrieval of electronic document and content.

Lead Department: Chief Information Office

Objective 2: By December 30, 2008, implement new County portal infrastructure and re-design.

Lead Department: Chief Information Office

Objective 3: By February 28, 2009, upgrade existing County WiFi networks as well as provide enterprise WiFi services to the following County departments:

- Department of Community and Senior Services, and
- Criminal Justice Information System/Courts.

Lead Department: Internal Services

Objective 4: By June 30, 2009, expand e-Government technology by completing the following projects:

- e-TAX – Los Angeles County Integrated Property Tax System – By June 30, 2009, procure consultant to define County requirements and develop an implementation plan to replace existing disparate legacy systems with an integrated property tax system that incorporates all tax rolls within a common database to provide faster, improved and more reliable access to County property tax data.
- In collaboration with Parks and Recreation, Internal Services and Beaches and Harbors, implement Los Angeles County Activity and Recreation Reservation System, an on-line reservation system, which allow the public to reserve, register and pay for the County's facilities and programs.

Lead Department: Chief Information Office

Participants: Auditor-Controller, Treasurer and Tax Collector, Executive Officer of the Board, Chief Information Office, Internal Services

Objective 5: By June 30, 2009, establish an Enterprise Geographic Information Systems Program and Center of Excellence at Internal Services responsible for improving countywide access to geospatial tools and technologies.

Lead Department: Internal Services

Participants: Chief Information Office

Objective 6: By June 30, 2009, assess, plan, design and implement the Internal Services-hosted teleconference line of business to improve remote business communications and collaboration, and leverage new and emerging conferencing applications and tools.

Lead Department: Internal Services

Objective 7: By March 31, 2009, draft a plan to replace and/or enhance the Assessor's secured assessment system.

Lead Department: Assessor

**Strategy 6: Disaster Training and Emergency Preparedness/Response: Under the leadership of the County's Emergency Management Council and the Public Safety Cluster, ensure that the readiness, responsiveness and recovery of departments/operations within the Operations Cluster are addressed in the County's disaster training and emergency preparedness and response efforts.**

Objective 1: By June 30, 2009, improve the continuity of critical countywide information technology services in the case of a disaster by completing the disaster recovery capability for the zLinux environment and the Windows Exchange environment, the IBM Mainframe z/OS environment, the IBM AIX environment, the HP-UX environment and the most critical Windows servers, and complete updates to the ISD Disaster Recovery Plan.

Lead Department: Internal Services

Objective 2: By June 30, 2009, update and test each department's Business Continuity Plan for essential functions, including:

- Establishing and documenting milestones and measurable outcomes, and
- Establishing a second banking code capability in eCAPS as a business continuity plan solution.

Lead Department: All Operations Cluster Departments

Objective 3: By April 30, 2009, in collaboration with Sheriff and Chief Executive Office/Office of Emergency Management, acquire and implement Countywide Mass Notification System that will allow for notification to County residents and businesses, utilizing the 911 database, in the event of regional disasters or localized incidents.

Lead Department: Chief Information Office

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**GOAL 2: CHILDREN, FAMILY, AND ADULT WELL-BEING:**  
**Enhance economic and social outcomes through integrated, cost-effective and client-centered supportive services.**

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**Strategy 1: Client-Centered Integrated Services: Develop and implement client-centered approaches through integrated services and best practices.**

Objective 1: 8300 Vermont: By June 30, 2009, fully implement the 8300 Vermont Service Integration Pilot Project.

Lead Department: Chief Executive Office

Objective 2: East San Fernando Valley Family Support Center: By 2013, open the East San Fernando Valley Family Support Center. Working with the Third Supervisorial District and various departments, continue the development of the Center with the goal of opening in 2013.

Lead Department: Chief Executive Office

Objective 3: LA County Connections: By June 2009, begin implementation of the County's integrated data matching/mining system and *Child Abuse Prevention Data Warehouse* that builds on the County Family Children's Index (FCI).

Lead Department: Chief Executive Office

Objective 4: Case Management for CalWORKs Clients with Multiple Disorders: By June 30, 2009, develop and implement a pilot, contingent upon funding availability, for a coordinated intensive treatment delivery model for CalWORKs participants with mental health and/or substance abuse disorders.

Lead Department: Public Social Services, Mental Health, and Public Health

Objective 5: Katie A: By October 2008, obtain Board approval of the Katie A Strategic Plan. Complete implementation of Phase I of Plan by September 30, 2009.

Lead Department: Children and Family Services

Objective 6: Children's Special Investigation Unit (CSIU): By March 2009, create the Office of the CSIU.

Lead Department: Chief Executive Office

**Strategy 2: Information Sharing: Promote information sharing and strategic planning within and between clusters, departments, and agencies to create more accessible and cost effective service delivery.**

Objective 1: Crossover Youth (Dependency to Delinquency): By January 2009, develop a pilot program to improve coordination and case management of Crossover Youth, in partnership with the Courts.



Lead Department: Probation and Children and Family Services

- Objective 2: Racialized Gang Violence: By June 2009, expand the Human Relations Commission's Racialized Gang Violence Program in Pasadena-Altadena and Florence-Firestone by: 1) increasing job opportunities and gang prevention/intervention resources for high risk youth and adults; 2) ensuring the coordination of County services and resources with municipal and regional institutions and community groups; 3) tapping non-County sources of revenue to build community capacity.

Lead Department: Human Relations Commission

- Objective 3: Homeless Services Integration Plan: By June 2009, develop and obtain approval of a Countywide Homeless Services Integration Plan based on the lessons learned from the Homeless Prevention Initiative.

Lead Department: Chief Executive Office

- Objective 4: Seamless Seniors Services: By June 2009, develop and obtain approval of a Countywide Plan to improve the delivery of services to the County's senior population.

Lead Department: Community and Senior Services

- Objective 5: Transition Age Youth (TAY) Strategic Plan: Develop and implement a TAY Strategic Plan by September 2009.

Lead Department: Chief Executive Office

- Objective 6: Interdepartmental Communication: Create liaisons in each County department and develop policies and procedures to handle issues between clusters and departments by March 2009. Host a series of forums for intra- and inter-cluster departments at the line staff level by June 2009.

Lead Department: Child Support Services Department

- Objective 7: Implementation of LINKAGES Cohort 4 Rollout: Fully implement Cohort 4 and evaluate the LINKAGES Project to better serve Public Social Services/Children and Family Services clients by July 1, 2009.

Lead Department: Public Social Services and Children and Family Services

**Strategy 3: Cost Avoidance: Increase cost avoidance and improved service outcomes through improved administrative efficiency and management.**

- Objective 1: Budget: By March 2009, identify at least one cost saving initiative in each children and families department and incorporate in the 2009-10 budget submittal.

Lead Department: Chief Executive Office

Objective 2: Child Care Coordination: By October 2008, develop and obtain approval for a countywide plan to better coordinate County child care programs.

Lead Department: Chief Executive Office

Objective 3: Child Centered Commissions and Stakeholders Groups: By June 2009, working with the Operations Deputy Chief Executive Officer, develop a plan to better coordinate and eliminate duplication of child centered commissions and stakeholder groups by June 2009.

Lead Department: Chief Executive Office

Objective 4: General Relief (GR) to Stable Support and Income (SS&I): By June 2009, effectively implement, operate and evaluate the GR to SS&I project, working with the Departments of Public Social Services, Health Services, Mental Health, and Public Health staff.

Lead Department: Public Social Services, Health Services, Public Health, and Mental Health

Objective 5: Children and Family Services (DCFS) IT Function: Complete the transfer of the DCFS IT function from DCFS to ISD by June 2009.

Lead Department: Internal Services and Children and Family Services

**Strategy 4: Partnerships: Strengthen partnerships with community based-organizations, foundations, and other governmental agencies to maximize effectiveness, funding sustainability and capacity building.**

Objective 1: Magnolia Place: By February 2009, fully implement the Integrated Services Pilot Project at Magnolia Place.

Lead Department: Chief Executive Office

Objective 2: Human Relations Commission Grants: By June 2009, identify three grant opportunities to maintain the funding of existing and new programs working with the Executive Director of the Human Relations Commission.

Lead Department: Human Relations Commission

Objective 3: City/County Homeless Collaborations: By February 2009, develop and obtain approval for a City/County Joint Notice of Funding Availability (NOFA), working with the Chief Executive Office Homeless Coordinator.

Lead Department: Chief Executive Office

Objective 4: Dependency Education Pilot Program with Montebello Unified: By June 2009, fully implement and evaluate the Dependency Education Pilot Program with Montebello Unified School District. Working with the First Supervisorial District, Director of Children and Family Services and the Chief Executive Office TAY Coordinator to implement and evaluate the pilot.

Lead Department: Chief Executive Office and Children and Family Services

- Objective 5: Capacity Building: By June 2009, complete a capacity building pilot implementation/evaluation plan for community-based organizations located at Magnolia Place and at least one other County demonstration site.

Lead Department: Chief Executive Office

- Objective 6: At Risk Seniors: By June 30, 2009, complete collaborative planning among Community and Senior Services, Mental Health, Military and Veterans' Affairs, Community Development Commission, the MTA and cities to support innovative approaches in the areas of Prevention and Early Intervention (PEI), Senior Homelessness, Senior Veterans and Transportation.

Lead Department: Community and Senior Services, Mental Health, Military and Veterans' Affairs, and Community Development Commission

- Objective 7: Social Service Outreach: By June 2009, implement strategies to enhance Medical and food stamps outreach through the development, implementation and evaluation of multiple delivery strategies to promote inter-agency collaboration.

Lead Department: Public Social Services

- Objective 8: Prevention Initiative Demonstration Project (PIDP): By July 2009, complete Final Report and evaluation of the initiative.

Lead Department: Children and Family Services

- Objective 9: Dental Services for Children: By June 30, 2009, Children and Family Services working with Health Services will develop a proposal, which includes private funding/resources, for a public/private partnership to expand dental services to children involved in the child welfare system.

Lead Department: Health Services

**Strategy 5: Maximize Resources: Maximize existing resources and program effectiveness through program evaluation and improved data management.**

- Objective 1: Evaluation of the Homeless Prevention Initiative (HPI): By June 2011, complete an evaluation of the programmatic and cost avoidance savings of each program of the HPI. Evaluation will be done in phases and will inform the new Homeless Strategic Plan.

Lead Department: Chief Executive Office

- Objective 2: Implementation of Adult Linkages Project: By June 2009, implement the integrated data warehouse containing information on services provided to participants in General Relief across departments.

Lead Department: Public Social Services

Objective 3: Evaluation of CalWORKs Single Allocation: By December 2008, evaluate and develop new funding recommendations for CalWORKs Single Allocation Program.

Lead Department: Public Social Services

Objective 4: Evaluation of the Child Abuse Prevention Initiative. By December 2010, evaluate and propose policy recommendations on the Child Abuse Prevention Initiative.

Lead Department: Chief Executive Office

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**GOAL 3: COMMUNITY AND MUNICIPAL SERVICES:**

**Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.**

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**Strategy 1: Cultural and Recreational Enrichment: Increase accessibility to County cultural, recreational and lifelong learning facilities and programs.**

- a. Promote County programs offering opportunities for cultural, recreational and lifelong learning and expand on enhancing program opportunities between multiple County departments that share services.**

Objective 1: By June 30, 2009, develop an inventory of cultural, recreational and lifelong learning programs offered by County departments and convene an interdepartmental working group to consider shared services in those instances where: similar programs are offered, economies of scale could be achieved or existing expertise could be optimally utilized.

Lead Department: Parks and Recreation

Participants: Arts Commission, Museums of Art and Natural History, Beaches and Harbors, Public Library, and Los Angeles Performing Arts Center

Objective 2: By June 30, 2009, develop and implement one cross-departmental program for cultural, recreational and lifelong learning services. Additionally, prioritize and develop a list of additional cultural, recreational and lifelong learning shared service programs for implementation, according to determined priorities.

Lead Department: Public Library

Participants: Arts Commission, Museums of Art and Natural History, Beaches and Harbors, Parks and Recreation, Public Library, and Los Angeles Performing Arts Center

Objective 3: By December 31, 2009, market a directory of cultural, recreational and lifelong learning programs offered by County departments; the directory shall be thereafter updated on a current time basis. Marketing of the directory shall be evaluated at least on an annual basis.

Lead Department: Arts Commission

Participants: Museums of Art and Natural History, Beaches and Harbors, Parks and Recreation, Public Library, and Los Angeles Performing Arts Center

- b. Develop a long-range plan so that all residents of Los Angeles County, regardless of age, have access to quality, affordable cultural, recreational and lifelong learning services.**

Objective 1: By December 31, 2009, develop standards for minimum levels of publicly accessible and affordable cultural, recreational and lifelong services.

Lead Department: Arts Commission

Participants: Museums of Art and Natural History, Beaches and Harbors, Parks and Recreation, Public Library, and Los Angeles Performing Arts Center

Objective 2: By June 30, 2010, utilizing the inventory of existing services developed in Strategy 1a, Objective 1, determine key gaps in services, and develop a stepped plan to fund programs that will fill these gaps, particularly in areas that lack other service providers.

Lead Department: Public Library

Participants: Arts Commission, Museums of Art and Natural History, Beaches and Harbors, Parks and Recreation, Public Library, and Los Angeles Performing Arts Center

Objective 3: By June 30, 2009, continue implementation of the Board-adopted ten-year plan for quality arts education for 1.7 million students in 81 public school districts in Los Angeles County. Key action items include:

Providing technical assistance to three school districts to develop and adopt an arts education strategic plan, bringing the total number of school districts served to 37;

1. Launching a new model for technical assistance to support districts in implementing plans for arts education;
2. Releasing countywide and nationally a handbook of best practices in professional development for teachers;
3. Building out the County's arts education portal, LAArtsEd.org, to include searchable databases on professional development for teachers, research, and funding;
4. Releasing the third Arts Education Performance Indicators report tracking the status of an arts education infrastructure in each school district; and
5. Launching an e-advocacy center, in partnership with Arts for LA, to centralize access to arts education advocacy issues and news.

Lead Department: Arts Commission

Participants: Los Angeles County Office of Education

Objective 4: By December 31, 2009 provide a list of needed parkland and recreational facilities for the unincorporated areas as called for in the County's 2004 Strategic Asset Management Plan.

Lead Department: Parks and Recreation

Participants: Chief Executive Office (Unincorporated Area Services), Parks and Planning Board Deputies

Objective 5: By June 30, 2009, in partnership with the juvenile justice agencies and community-based organizations, provide enhanced recreational services that focus on program alternatives for at-risk teens and pre-teens that foster self esteem, good health, safety, emotional and social well-being, education, self-reliance, community involvement and workforce readiness with the intended outcome of reducing the number of juveniles incarcerated in the County juvenile justice system.

Lead Department: Parks and Recreation

Participants: Probation, Sheriff, District Attorney, Courts and Public Library

Objective 6: By June 30, 2009 develop and implement additional recreational programs that address obesity and diabetes and promote a healthy lifestyle for children, youth and their families.

Lead Department: Parks and Recreation

Participants: Public Health and Public Library

**Strategy 2: Public Works Infrastructure: Provide quality public works infrastructure and land development services to our communities.**

- a. **Continue development and implementation of an Infrastructure Management Program to assess condition and operating performance of critical County public works infrastructure assets and systems.**

Objective 1: By September 2009, conduct periodic assessment of the physical condition and operating performance of critical infrastructure assets and systems.

Lead Department: Public Works

Objective 2: By September 2010, integrate condition and operating performance data to identify infrastructure deficiencies and resulting capital and operating improvement needs.

Lead Department: Public Works

Objective 3: By September 2011, integrate an Infrastructure Management Program into the planning process as the basis for the establishment of: 1) ongoing operation and maintenance budgets and 2) capital and operating improvement budgets.

Lead Department: Public Works

- b. **Provide a system of regional public works infrastructure and services that proactively complies with or exceeds all environmental quality regulations in the areas of storm water and urban runoff, solid waste, drinking water and wastewater, thereby improving the quality of life for all of the residents of cities and unincorporated communities.**

Objective 1: By June 30, 2011, proactively comply with National Pollution Discharge Elimination System (NPDES), Total Maximum Daily Load (TMDL), and other storm water and urban runoff environmental quality regulations by reducing manmade trash entering the storm drain system, and improving storm water and urban runoff quality through best management practices and integrated, comprehensive watershed management solutions.

Lead Department: Public Works

Participants: Chief Executive Office, Beaches and Harbors, Internal Services, Parks and Recreation, Regional Planning, and Public Health

Objective 2: By March 31, 2010, secure reliable funding for NPDES and other stormwater quality programs through development of a proposed Water Quality Funding Initiative consisting of surveys, focus groups, a revenue and rate structure, a program of improvement projects, public outreach and education, hearings before the Board of Supervisors, and a ballot measure benefiting property owners.

Lead Department: Public Works

Participant: Chief Executive Office

Objective 3: By June 30, 2011, proactively comply with the California Integrated Waste Management plan (AB 939) and ensure proper disposal of solid and hazardous waste.

1. Implement exclusive residential franchise trash collection agreements in unincorporated communities.
2. Incorporate provisions into the standard specifications for trash collection contracts to encourage or require the use of clean alternative fuel vehicles to the extent practicable.
3. Implement a new and upgraded 888CLEANLA.com Website incorporating new and enhanced tools and resources for use by customers.
4. Implement new and/or expand household hazardous waste programs, including the Countywide Sharps collection program, to make it more convenient for residents to properly dispose of hazardous waste.
5. Promote use reduction and recycling of plastic bags and expanded polystyrene, recycling of construction and demolition debris, and enhancement of smart gardening programs, public outreach and education to reduce the impact on the environment and to enable prolong landfill capacity.
6. Implement beverage container recycling programs at County facilities.
7. Develop recommendations on the suitability of one or more conversion technology demonstration facilities in Southern California, and identify appropriate incentives to assure their successful development.



8. Work with cities and the California Integrated Waste Management Waste Board to incorporate additional cities into the Los Angeles County Recycling Market Development Zone

Lead Department: Public Works

Participant: Chief Executive Office

- Objective 4: By June 30, 2011, ensure reliable water supplies in County Waterworks Districts that meet or exceed State and Federal drinking water standards by collaborating with stakeholders and partner agencies to promote and implement initiatives for water conservation, water banking, water recycling, and pooling of water supply resources.

Lead Department: Public Works

Participants: Public Health, Internal Services, and Regional Planning

- Objective 5: By June 30, 2011, pursue a goal of zero overflows in all County maintained sewer systems by implementing systematic, comprehensive cleaning of the sewer collection system and a ten-phase program to televise all sanitary sewer mains, evaluate the results, and take corrective action on all maintenance and structural deficiencies.

Lead Department: Public Works

- Objective 6: By June 2010, identify and develop multi-use project opportunities and funding that assist in meeting Water Quality Standards and provide increased recreational opportunities in County unincorporated areas. Complete design on two multi-use projects.

Lead Departments: Public Works and Parks and Recreation

- c. **Enhance service to all customers and stakeholders in land development and building permitting functions while protecting the interests of County residents in communities where development occurs by providing prompt, accurate, and coordinated business processes and monitoring of projects.**

- Objective 1: By November 30, 2009, with the assistance of a consultant, develop a Feasibility and Requirements Study (FRS) to define the strategy and tactics for Permit and Land Management Solutions (PALMS) to improve the land-related permitting systems and processes; and develop a timeline and budget to implement the recommended automation and streamlined business processes which will provide a coordinated system for monitoring and meeting conditions of approval and mitigation measures which will expand collaboration among departments and improve customer service.

1. By September 2009, complete feasibility study.
2. By December 2009, evaluate recommendations and select suitable alternatives; and develop a timeline and budget to implement the recommended alternatives.

3. By January, 2010 pending completion of item 2 above and contingent upon funding, work with the Chief Executive Officer and the Chief Information Officer and participating departments initiate the implementation plan for the recommended alternatives.

Lead Department: Chief Executive Office and Chief Information Officer

Participants: Assessor, Fire, Public Health/Environmental Health, Parks and Recreation, Public Works and Regional Planning

- Objective 2: By June 30, 2009, develop a staffing plan and seek support for resources to provide a more responsive level of customer service in regional field offices with full-time personnel from all departments involved in the land development and permitting process. Resources should be identified to ensure that staff is well trained in their area of expertise, cross-trained in land development functions provided by other County departments and capable of providing clear decisions on land use related projects.

Lead Department: Public Works

Participants: Fire, Public Health/Environmental Health, Parks and Recreation, and Regional Planning

- Objective 3: By November 30, 2009, develop a preliminary draft update of the Zoning Ordinance (Title 22) to encourage efficient and environmentally sensitive development, promote a wide range of housing types, and support economic growth in a clear, concise and organized user-friendly format. This objective will be achieved by:

1. Meeting with stakeholders (e.g. development community and community groups) to identify concerns and issues regarding the existing ordinance;
2. Assembling a departmental task force consisting of planners from current planning, land use regulation and advance planning to update the ordinance and to ensure consistence with the General Plan update;
3. Working with zoning ordinance consultants to revise and update the zoning ordinance including related CEQA documents;
4. Conducting minimally six community workshops for public comment; and
5. Conducting minimally eight Regional Planning Commission workshops prior to Commission and Board public hearings.

Lead Department: Regional Planning

Participants: Fire, Regional Planning, Public Works, and Unincorporated Area Board Deputies

Objective 4: By November 30, 2008, develop and implement a process to ensure that the planning, dedication, and construction of Parks and Recreation trails and other facilities are coordinated among all departments involved in the land development and building permitting functions.

Lead Department: Parks and Recreation

Participants: Chief Executive Office, Public Works and Regional Planning

Objective 5: By June 30, 2009, develop a business and resource plan for implementing a pilot wireless automated scheduling and inspection reporting system for Regional Planning Code Enforcement officers.

Lead Department: Regional Planning

Participants: Chief Executive Office, Chief Information Office, Fire, Public Health/Environmental Health, Public Works

Objective 6: By June 30, 2009, develop a cross-training program that allows "Entry Level Planners" to work and become familiar with Public Works operations and processes prior to assuming their full-time job responsibilities at Regional Planning.

Lead Department: Public Works and Regional Planning

Participants: Chief Executive Office

**Strategy 3: Unincorporated Area Business Plan: Implement a business plan that enhances and sustains County services, both regional and municipal, to unincorporated area services through a collaborative partnership with the Board offices, community, County departments and other agencies.**

Objective 1: Civic Center Model: By June 30, 2009, identify potential unincorporated areas for sitting new civic centers; if there is more than one potential civic center, establish a priority list and identify potential County services to be provided, defining resource and design requirements.

Lead Department: Chief Executive Office and Unincorporated Area Board Deputies

Participants: Public Works

Note: Could expand participants to include other Goal 3 departments, depending on civic center service requirements. This objective may also require involvement of departments in other Clusters.

Objective 2: Cost-Effective Delivery of Municipal Services to "Island" Communities: By June 30, 2009, review and refine the list of "islands;" select two islands and determine whether the services to these "island" communities are most effectively delivered by the County or by an adjacent city by evaluating costs and considering community interests.

Lead Department: Chief Executive Office

Participants: Unincorporated Area Board deputies

Note: Could expand participants to include other Goal 3 departments, depending on selected "islands". This objective may also require involvement of departments in other Clusters.

- Objective 3: Access Model: Connections; Websites; 2-1-1; e-Government Service Applications: By June 30, 2009, evaluate each access model service to determine effectiveness and feasibility of expansion. Develop a plan that prioritizes unincorporated areas to receive access services; identify the process to implement services; and identify and allocate resources.

Lead Department: Chief Executive Office

Participants: Unincorporated Area Board Deputies, Animal Care and Control, Public Works, Regional Planning, Public Library, Parks and Recreation, Museums of Art and Natural History, Beaches and Harbors, and Consumer Affairs

Note: This objective may also require involvement of departments in other Clusters.

- Objective 4: Community Enhancement Teams (CETs): By June 30, 2009 develop a CET Structure Business Plan: plan that will include:

1. Developing a Memorandum of Understanding that will commit from Board offices, department heads, and the Chief Executive Office to establish resource requirements, and roles and responsibilities of participating departments in the Florence-Firestone CET (FFCET) and the Valinda CET (VCET);
2. Obtaining community commitment for the FFCET and the VCET;
3. Completing the CET Guidebook and comprehensive training for participants in both the FFCET and VCET; and
4. Implementing steps outlined in the CET Guidebook including but not limited to the development of clear and measurable multi-departmental initiatives involving community participation for Florence-Firestone and Valinda.

Lead Department: No. 1: Public Works; No. 2: Chief Executive Office; No. 3: Chief Executive Office; No. 4: Public Works and Chief Executive Office

Participants for Nos. 1-4: Core Team: Board Deputies, Public Works, Chief Executive Office, and Sheriff; Community Enhancement Team Members: Parks and Recreation, Public Library, Animal Care and Control and Regional Planning

Note: Could expand participants to include other Goal 3 departments, depending on FFCET service requirements. This objective may also require involvement of departments in other Clusters.

CET STATS Business Plan: By June 30, 2009 develop a plan that will include implementing a FFCET STATS plan that defines the leadership, staffing, and resource requirements for the FFCET STATS including identifying data collection targets and processes. "STATS" is a data compilation, reporting and analytical process by which managers regularly review and analyze *Performance Counts!* program result indicators and operational measures to determine if outcomes are being attained and to modify the program delivery systems to improve outcomes.

Lead Department: Chief Executive Office

Participants: Community and Senior Services, Public Works, Regional Planning, and Sheriff

- Objective 5: Economic Development and Revitalization: Business Development: By June 30, 2009, develop a plan that identifies: potential sites within Florence-Firestone that would benefit from economic revitalization; participants (governmental, private, non-profit agencies, community) that could contribute resources and market the projects; and an implementation plan that prioritizes projects.

Lead Department: Community Development Commission

Participants: First and Second Supervisorial Districts, Chief Executive Office, Regional Planning, and the Los Angeles Economic Development Corporation

- Objective 6: Job Development: By June 30, 2009, develop a plan that identifies better employment opportunities for low- to moderate-income residents in Florence-Firestone working with governmental, and private and non-profit agencies that could contribute resources, develop training and internship programs, and create jobs with associated career development opportunities.

Lead Department: Community and Senior Services

Participants: First and Second Supervisorial Districts, Chief Executive Office State Employment Development Department

Note: Could expand participants to include other Goal 3 departments, depending on requirements. This objective may also require involvement of departments in other Clusters.

- Objective 7: Emergency Management Planning: By June 30, 2009, develop a plan that identifies, assesses and prioritizes unincorporated areas that require emergency management plans. The plan should also identify resource requirements; Board office, County departments and community participants; training requirements; and implementation and sustainability requirements.

Lead Department: Chief Executive Office (Office of Emergency Management)

Participants: Chief Executive Office (Unincorporated Area Services), Unincorporated Area Board Deputies, Animal Care and Control, Fire, Public Works and Sheriff

Note: Could expand participants to include other Goal 3 departments, depending on requirements. This objective may also require involvement of departments in other Clusters.

Objective 8: Improvement of Management Processes and the Interrelationship between the Clusters, Board offices, Departmental Liaisons, and Chief Executive Office/Unincorporated Area Services and Budget staff. By June 30, 2009, develop protocols that address: budgeting and staff allocation; decision-making process; communications; community engagement; and measurements of success.

Lead Department: Chief Executive Office

Participants: All Goal 3 Department Heads, Unincorporated Area Departmental Liaisons, Unincorporated Area Board Deputies, Community and Senior Services, and Sheriff

Note: This objective may also require involvement of departments in other Clusters.

**Strategy 4: Housing Opportunities: Promote a wide range of housing opportunities to meet the needs of persons of all income levels and those with special needs.**

Objective 1: By October 2009, the Community Development Commission in collaboration with County departments and the Special Needs Housing Alliance will incorporate several new components to the Notice of Fund Availability (NOFA). The Departments of Mental Health, Children and Family Services and the Housing Authority of the County of Los Angeles will add opportunities for the housing development community to connect to contracted service providers and project based rental subsidies for the integration of needed services and/or rental subsidies and the provision of needed affordable housing for their respective clients.

Lead Department: Community Development Commission

Participants: Mental Health, Children and Family Services, Regional Planning and the Special Needs Housing Alliance

Objective 2: By June 30, 2014 complete the implementation of the Housing Element.

Lead Department: Regional Planning

Participants: Public Works, Fire, Community Development Commission, Public Health, Chief Executive Office

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**GOAL 4: HEALTH AND MENTAL HEALTH:**  
**Improve health and mental health outcomes within available fiscal and other resources,**  
**by promoting proven service models and prevention principles that are population-**  
**based, client-centered and family-focused.**

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**Strategy 1: High Risk/High Cost Populations: Develop multi-departmental integrated approaches for individuals with multiple problems to more effectively address substance abuse, mental health, health, housing and related issues, including proposals to increase or make better use of available revenue sources.**

Objective 1: By December 31, 2008, develop a plan for improving the mental health early assessment and intervention services associated with introducing delinquent youth in Probation camps.

Lead Department: Mental Health

Participants: Probation, Public Health, Health Services

Objective 2: By December 31, 2008, develop a plan for improving the interface among care providers in the jail and community to ensure that inmates who have co-occurring needs related to mental health, health, substance abuse, benefits and/or housing receive assistance and care that is not interrupted by incarceration or release.

Lead Department: Mental Health

Participants: Sheriff, Public Social Services, Health Services, and Public Health

Objective 3: By December 31, 2009, complete a cost avoidance/savings study examining stable housing with on-site services to determine if consistent, adequate housing improves personal stability, increases access to appropriate community-based services, and reduces utilization of emergency services. Based upon findings, develop appropriate policy and funding recommendations that support long-term housing and improve services to the homeless.

Lead Departments: Health Services and Mental Health

Participants: Los Angeles Homeless Services Authority

Objective 4: By June 30, 2009, determine the scope of the investment with Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI) funds and define the specific strategies that will be used to decrease risk factors and increase protective factors for women, infants, and families – including mental health promotion/education and early identification, screening, referral, and linkage to mental health and substance abuse resources. Work collaboratively with First 5 Los Angeles to design a universal home visitation strategy that will include selected elements of First 5 LA's "Best Start" Family Engagement Strategy Model and highlight expansion of evidence-based programs, such as the Nurse-Family Partnership program.

Lead Departments: Public Health and Mental Health

Participants: Health Services, First 5 LA, Chief Executive Office

- Objective 5: By June 30, 2009, improve services to individuals diagnosed as having substance abuse problems at the Antelope Valley Rehabilitation Center (AVRC), by accomplishing the following: by March 30, 2009, conduct a full assessment of the AVRC program and develop a comprehensive plan for an integrated approach to co-occurring disorders assessment and interventions at the facility; develop a proposal to address funding for an integrated AVRC program which will be included in the 2009-10 proposed budgets for Public Health and Mental Health; and analyze and address information-sharing issues that may arise in relation to referrals to the program, and coordination of care.

Lead Departments: Public Health and Mental Health

Participants: Chief Executive Officer and Health Services

- Objective 6: By June 30, 2009, ensure the successful implementation of the \$2.6 million smoking cessation initiative adopted in the 2008-09 Final Budget for Public Health. By December 30, 2008, identify the service locations and populations to offer cessation services.

Lead Department: Public Health

Participants: Health Services and Mental Health

- Objective 7: By June 30, 2009, complete implementation of mental health services elements of the Katie A. Strategic Plan, including countywide implementation of Multidisciplinary Assessment Teams (MAT) and the Resource Management Program (RMP), and increased capacity of Intensive Home-Based Services.

Lead Department: Mental Health

Participants: Children and Family Services, Chief Executive Office, County Counsel

- Strategy 2: Prevention/Population: Create a physical environment that is conducive to good health, by encouraging and enabling all Los Angeles County residents to make healthy choices about their diet, physical activity, and other behavior, and developing recommendations to enhance the quality of life of County residents living with physical and/or mental disabilities.**

- Objective 1: By June 30, 2009, integrate public health principles and strategies into the County's General Plan for community development, and solicit public health input for all proposed development projects that are 500 single family units or larger in the unincorporated area of Los Angeles County.

Lead Department: Public Health

Participant: Regional Planning



Objective 2: By June 30, 2009, complete an analysis of comprehensive data on injury and violence morbidity and mortality and evaluate how those issues impact community efforts to improve physical environments and healthy choices.

Lead Department: Public Health

**Strategy 3: Data Sharing:**

- a. **Framework: Establish a legal, policy, and procedural framework for sharing individually identified patient information for purposes of analysis, service planning, and coordination of care among County departments who provide services to the same individuals.**

Objective 1: By December 31, 2008, identify and recommend actions to overcome legal and procedural obstacles to sharing individually identified patient information by effecting required changes in statute or regulation and by establishing County policy and procedures required to allow sharing such information.

Lead Departments: Health Services and Mental Health

Participants: Children and Family Services, Chief Executive Office, County Counsel

- b. **Technology Exchange: Establish the information systems foundation for future electronic exchange and begin routine electronic exchange of selected health and human services data among County departments serving the same individuals.**

Objective 1: By December 31, 2008, develop timeline and milestones for complete migration of Mental Health Integrated System (IS) to the Integrated Behavioral Health Information System (IBHIS) including, as part of the data conversion process, identifying and correcting duplicate records.

Lead Department: Mental Health

Objective 2: By February 2009, complete implementation of the QuadraMed Master Patient Index (MPI) Suite of identity management tools for six DHS QuadraMed Affinity healthcare information systems (HIS).

Lead Department: Health Services

Objective 3: By December 31, 2009, complete implementation of the QuadraMed Community Master Patient Index (CMPI) to establish linkage of patient records across Health Services.

Lead Department: Health Services

Objective 4: By June 30, 2010, complete the requirements and high-level system architecture design and identify a procurement strategy to establish an Enterprise Master Person Index (EMPI) system to link Health Services, Mental Health, and Children and Family Services records. By December 31, 2012, implement EMPI.

Lead Department: Health Services

Participants: Mental Health, Children and Family Services, Chief Executive Office, Chief Information Office

- c. Measures: Promote collaboration between County departments by developing and implementing a comprehensive set of outcome measures that include specific benchmarks for cost-effectiveness and quality in services to County clients.**

Objective 1: By December 31, 2008, begin sharing individually identifiable patient information for Health Services, Mental Health, and Children and Family Services to support special projects. Identify shared patients using matching logic across departmental data warehouses and share patient information using manual methods.

Lead Departments: Health Services and Mental Health

Participants: Children and Family Services

Objective 2: By June 30, 2010, develop and finalize specifications for a set of outcome measures that include standards and monitoring procedures and tools for Health Services, Mental Health, and Children and Family Services that will assess performance regarding cost effectiveness and quality of services.

Lead Departments: Health Services and Mental Health

Participants: Children and Family Services, Chief Executive Office

Objective 3: By June 30, 2013, implement a regularly reviewed, information based collection and analysis of joint outcome measures for Health Services, Mental Health, and Children and Family Services that reflect the performance goals in the areas of cost-effectiveness and quality of services.

Lead Departments: Health Services and Mental Health

Participants: Children and Family Services, Chief Executive Office

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**GOAL 5: PUBLIC SAFETY:**

**Ensure that the committed efforts of the public safety partners continue to maintain and improve to the highest level of safety and security standards for the people of Los Angeles County.**

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**Strategy 1: Public Safety Accountability: Establish the ability for public agencies to measure and compare the outcomes of public safety programs to ensure that funding priorities generate the intended outcomes.**

Objective 1: By December 31, 2008, establish a public safety cluster committee consisting of department heads and chief deputies to identify a person(s) to evaluate programs relating to public safety.

Lead Department: Chief Executive Office

Participating Departments: All Public Safety Cluster Departments

Objective 2: By December 31, 2008, require public safety departments to work in conjunction with the evaluator to develop program matrices. Utilize the matrices to objectively measure each program's benefits and funding.

Lead Department: Chief Executive Office

Participating Departments: All Public Safety Cluster Departments

Objective 3: By December 31, 2008, require each department to perform a self audit and report back by May 31, 2009 to the evaluator(s) with their findings and justify the existence of each program or offer steps to improve the results.

Lead Department: Chief Executive Office

Participating Departments: All Public Safety Cluster Departments

**Strategy 2: Disaster Planning: Evaluate and refine a coordinated countywide catastrophic disaster plan to ensure workforce and resident readiness and preparedness in the event of a large-scale emergency.**

Objective 1: By December 31, 2008, assemble a taskforce to review and refine current countywide pandemic preparedness plan.

Lead Department: Chief Executive Office

Participating Departments: Office of Emergency Management, Sheriff, Fire, Chief Information Office, Public Health, Health Services

Objective 2: By June 30, 2009, develop and implement large-scale evacuation plans to include the identification of emergency transportation routes, transportation of citizens with special needs and without vehicles, evacuation sites, and reception and care areas.

Lead Department: Sheriff

Participating Department: Fire, Health Service, Public Health, Office of Emergency Management, Public Works

Objective 3: By June 30, 2009, determine the feasibility of implementing a countywide automatic dial-up public safety alert system.

Lead Department: Office of Emergency Management

Participating Departments: Sheriff, Fire, Chief Information Office

Objective 4: By June 30, 2009, design and implement a countywide catastrophic emergency preparedness campaign. Expand the availability of catastrophic disaster emergency information through training, the development of a countywide website, and distribution of a resource booklet to County employees and residents.

Lead Department: Office of Emergency Management

Participating Departments: Sheriff, Fire, Health Service, Public Health, Chief Information Office, Mental Health

Objective 5: By June 30, 2009, enhance the County's Community Emergency Response Team Program by linking local networks and identifying available community resources (e.g. equipment, individuals with specialized skills). Expand workforce participation by 30 percent in the Community Emergency Response Team Program.

Lead Department: Fire

Participating Departments: Office of Emergency Management, Sheriff, Fire

**Strategy 3: Custodial Overcrowding: Eliminate ineffective policies and inefficient procedures that lead to the systemic causes of custodial overcrowding and develop and institute countywide policies to reduce custodial overcrowding.**

Objective 1: By July 31, 2008, establish a jail overcrowding task force to address issues identified and make long-term and short-term recommendations.

Lead Department: Chief Executive Office

Participating Departments: Countywide Criminal Justice Coordinating Committee, Sheriff, District Attorney, Public Defender, Alternate Public Defender, Probation, Superior Court

Objective 2: By June 30, 2009, discuss and implement policy and procedural changes to reduce jail overcrowding.

Lead Department: Chief Executive Office

Participating Departments: Countywide Criminal Justice Coordinating Committee, Sheriff, District Attorney, Public Defender, Alternate Public Defender, Probation, Superior Court

- Objective 3: By January 31, 2009, hire a consultant to conduct a jail overcrowding study to provide an objective, "outside" view of the system and problem; possess the capacity and expertise to conduct necessary analysis to recommend viable options; and experience/ability to utilize best practices from other jurisdictions.

Lead Department: Chief Executive Office, Countywide Criminal Justice Coordinating Committee

- Objective 4: By June 30, 2009, collaboration between jail overcrowding task force and consultant to examine and evaluate the results achieved and enact changes and recommendations.

Lead Department: Chief Executive Office

Participating Departments: Countywide Criminal Justice Coordinating Committee, Sheriff, District Attorney, Public Defender, Alternate Public Defender, Probation, Superior Court

**Strategy 4: Communications Interoperability: Implement practices and policies to improve communications interoperability between public safety agencies and improve service delivery to the community through partnerships, legislative, and technological efforts.**

- Objective 1: By December 31, 2008, identify stakeholders in the communications interoperability effort and develop key alliances with public safety organizations on the local, state, and national levels.

Lead Department: Chief Executive Office/Sheriff's Department (via Joint Powers Agreement)

Participating Departments: Chief Executive Office, Sheriff, Office of Public Safety, Fire, Internal Services, Chief Information Office, Health Services

- Objective 2: By March 31, 2009, work with the stakeholders to finalize requirements and standards for communications interoperability.

Lead Department: Chief Executive Office/Sheriff's Department (via Joint Powers Agreement)

Participating Departments: Chief Executive Office, Sheriff, Office of Public Safety, Fire, Internal Services, Chief Information Office, Health Services

- Objective 3: By June 30, 2009, issue a Request for Proposals for a new interoperable communications system and make significant progress on developing a funding strategy for the system.

Lead Department: Chief Executive Office/Sheriff's Department (via Joint Powers Agreement)

Participating Departments: Chief Executive Office, Sheriff, Office of Public Safety, Fire, Internal Services, Chief Information Office, Health Services

**Strategy 5: Crime Prevention: Initiate and implement violence reduction initiatives to provide a safer environment for residents through collaborative efforts across County clusters and with our community partners.**

Objective 1: By June 30, 2009, develop information-sharing technology solutions that will increase the ability of County and non-County agencies to coordinate and integrate services aimed at crime and violence suppression, prevention, and intervention. This objective includes the further development of the Gang Emergency Operation Center (GEOC) as the focal point for gang suppression and technology intelligence and analysis for Los Angeles County.

Lead Department: Chief Executive Office

Participating Departments: Sheriff, Probation

Objective 2: By February 28, 2009, enhance and develop evidence-based programs within the Probation Department aimed at reducing the potentiality for contact or further contact with both the adult and juvenile justice system.

Lead Department: Chief Executive Office

Participating Departments: Probation

Objective 3: By June 30, 2009, develop and implement a comprehensive initiative that will impact gang violence and gang membership in two areas of the County.

Lead Department: Chief Executive Office

Participating Departments: Sheriff, Probation, District Attorney, Public Defender

Objective 4: By June 30, 2009, develop a research component and a single set of measures that addresses, in a comprehensive manner, the violence prevention and intervention efforts supported through County funds and further create a mechanism to evaluate the effectiveness of current violence prevention programs as well as those in development.

Lead Department: Chief Executive Office